

# **Better Museums and Better Communities through Service**

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## **About the Corporation for National Service**

Created in 1993, the Corporation for National Service oversees three national service initiatives - AmeriCorps, which includes AmeriCorps\*VISTA, AmeriCorps\*National Civilian Community Corps, and hundreds of local and national nonprofits; Learn and Serve America, which provides models and assistance to help teachers integrate service and learning from kindergarten through college; and the National Senior Service Corps, which includes the Foster Grandparent Program, the Senior Companion Program, and the Retired and Senior Volunteer Program (RSVP).

## **About the National Service Fellows**

The National Service Fellows program, launched by the Corporation for National Service in September 1997, involves a team of individual researchers who develop and promote models of quality service responsive to the needs of communities. The goal of the program is to strengthen national service through continuous learning, new models, strong networks, and professional growth.

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## Executive Summary

Our nation's youth need safe and supportive places in their communities to learn and grow. Yet many of them have very little or nothing at all to nurture their hearts, minds, and souls. Museums are aware of these "front door issues" and they are excellent candidates to fill the void. Fortunately for all of us, museums exist in almost every county in the United States and their appeal lies in many forms. Fortunately for our youth of promise (as General Powell is apt to say), museums have stepped forward to offer 2.5 million more young people access to museums' structured programs over the next five years.

*Better Museums and Better Communities Through Service* is geared to the 8,000 museums and the people who wish to serve their communities better through museums, keeping in mind what the field can do in the future to meet the museum goal for the Presidents' Summit for America's Future. Over time, the museum field has carved for itself a more defined role in the areas of community outreach and service to the community, especially as evidenced by the growing body of museum literature on the subject. According to *Newsweek*, juvenile crime triples after 3 p.m. Youth require structured programs to meet their needs during non-school hours. Schools have long recognized museums as excellent content providers able to compliment the curriculum, so why not offer or deepen programs for youth in non-school hours too? If a museum is not a safe place, what is?

The researcher contacted 4000 museums to learn more about safe places programming<sup>1</sup> during school and non-school hours. The goals of the study were to gather baseline data about what museums are accomplishing now in terms of programs geared to youth and what volunteer opportunities are available. Information on national service programs at museums was also gathered through various listservs, interviews with Corporation program officers and museum staff, and news clips to understand how the programs of Corporation may help accomplish museums' community goals.

Over 500 museums from around the country responded to the *1998 CNS/AAM Survey on Museum Programs and Volunteerism*. This group alone serves nearly 1,030,000 children through safe places programming in non-school hours. They provide over 7 million museum visits for K-12 school groups, while serving nearly 3 million off-site.

This document is intended to broaden the pool of resources available to museums, encourage them to fulfill their community outreach goals, and assure young people's needs are supported.

The American Association of Museums, the central partner for this study, expects to commit future resources to measuring progress made towards the museum field's goal of serving 2.5 million more youth over the next five years, and support national museum

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<sup>1</sup> On the *1998 CNS/AAM Survey on Museum Programs and Volunteerism*, safe places programming was explained as "extended day, summer camps, drop-in, etc."

service. They expect the result of this study to be the baseline for a longitudinal study and have committed to disseminating the published results.

## Introduction

Most people will agree, if they ponder their first and most recent museum experiences, that museums have come a long way. Consider museums in their myriad definitions: contemplative art museums, bustling science and technology museums, multi-site living history museums, and community-oriented history museums. They run the gamut from aquarium, arboreta, art museums, botanical gardens, children's museums, history museums, historic houses and sites, nature centers, natural history museums, science and technology centers, and zoos, offering living and/or non-living collections for study and reflection by the public. Today they are far likely to be lively places where people linger, learn, ponder and debate what is exhibited in relation to the issues of the day.

Increasingly other community organizations recognize museums are excellent places for people to learn within a constructive environment and impact people positively. Just as people volunteer, so do organizations, volunteering on behalf of their membership. Through the Presidents' Summit for America's Future, AAM with its member museums, will provide safe places for children to learn, and grow through programming delivered both on-site, and in schools and community centers.

Well-constructed museum programs do impact their participants. *Coming Up Taller*, a publication produced by the President's Committee on the Arts and Humanities, documents that community arts and humanities programs "provide crucial "building blocks" for children's healthy development. For example, "they create safe places for children and youth where they can develop constructive relationships with their peers..." James Fleming was quoted in the January 4, 1998, issue of the *Washington Post* regarding his work at the U.S. Holocaust Memorial Museum, "When I first started, I was 17. (Being at the museum) has matured me and made me analyze stuff around me. If I see a homeless man on the streets, I think it's not just him by himself. Everyone that lets him sit there plays a role in his life. Since my time in the museum, I know that every choice we make is affecting everyone around us."

Hillel, the noted Jewish scholar asks in *Pirke Avot (Ethics of our Fathers)*, "If I am not for myself, who will be for me? If I am only for myself, what am I?, If not now, when?" He asks us all to reflect on our roles, whether personal or professional, and consider the interconnectedness of those goals. Given the AAM's commitment, the message for museums is especially timely. As a National Service Fellow, I sought to learn from the field of service, and share models of success with the museum community. The focus of my research was to support the notion they are suitable "safe place" venues and provide additional data about how museums are safe places in their communities for our youth.

Museum and cultural outreach scholarship (the basis of "safe places") has been well-examined, but not in partnership with the national and community service organizations of the Corporation for National Service and America's Promise<sup>2</sup>. Therefore AAM

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<sup>2</sup> America's Promise was established after the April 1997 Presidents' Summit for America's Future to encourage volunteerism and help ensure the five goals of the Summit are met.

promised to reach 2.5 million more youth by the year 2002 through their member museums.<sup>3</sup> The commitment is built on a growing body of literature and initiatives encouraging the field to study itself in relation to our society and a desire by museums to be more relevant and responsive.

The fellowship provided an excellent method to help museums see themselves in relation to each other, America's Promise, and national service and community outreach. Fortunately, AAM agreed. The study also helps AAM fulfill their commitment and measure progress made toward their goal. The fellowship has also served to help remove some of the mystique of museums and encourage community organizations to see them as viable partners to accomplish the people principle central to museums' missions.

This document provides some context about the museum field, the results of a survey on museum programs and volunteerism, and examples of museum national service. The AAM has an excellent relationship with America's Promise as a commitment maker, and the Corporation for National Service was a supporter of the Presidents' Summit for America's Future. Following the Summit what remained to be done was to pull the organizations together in an effort to support each other, learn about each other, and engage in a collaborative effort to support museums in their communities. For museums it would mean an opportunity to learn about the growing service field and have a baseline from which to measure progress in reaching youth.<sup>4</sup> For the Corporation, it would provide an opportunity to develop its partnership with America's Promise. Corporation's vision statement states it will, "Engage in active ongoing collaborative efforts with a wide spectrum of organizations and individuals who can contribute to the expansion of service." Through collaboration and an understanding of the museums' public dimension, I was able to survey the museum field about community outreach and national service, research examples of Corporation-funded national service museum programs, and sustain a reciprocal partnership between Corporation and AAM.

Given AAM's emphasis, fellowship research was mostly conducted within the area of safe places. Caring communities must have a baseline of information from which to work and museums do through the support of the National Service Fellowship program. The essence, according to America's Promise, is "Young people cannot flourish, develop and properly mature into productive citizens in a climate of fear and chaos. Our goal is to increase safe places and structured activities during non-school hours so that young people can study, play and receive the necessary guidance to reach their full potential in life." It recognizes how juvenile crime escalates after school, not only at night.

Only 54% of youth are engaged for six hours or more per week in clubs, teams, and organizations in schools, youth programs or program institutions (Search Institute, 1997).

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<sup>3</sup> Reaction to the safe places initiative has been positive. On the 1998 CNS/AAM *Survey on Museum Programs and Volunteerism* only three museums expressed concern about the premise of museums as safe places.

<sup>4</sup> Nearly 200 museums have contacted the Corporation, America's Promise, or the American Association of Museums to find out how to become more involved since the Presidents' Summit for America's Future.

About the same amount of urban youth say they have access to clubs and youth organizations and 77% of non-urban youth do also, according to the National Commission on Children (1991). As important as it is to know how many youth have access to programs and use them, it is also important to know why they do not attend. Middle school youth say the following reasons influence them not to attend youth development programs (in order of most frequently answered)<sup>5</sup>: Nothing interests me, transportation problems, didn't know about the programs, program costs, and have to watch younger siblings.

America's Promise notes providing safe places and structured activities can:

- Connect children and youth to principled and caring adults.
- Nurture young people's skills and capacities, including social skills, vocational interests, and civic responsibility.
- Protect youth from violence and other dangerous or negative influences.
- Create a peer group that exerts positive influence on each other.
- Provide opportunities for young people to contribute to their community and society.
- Enrich young people's academic performance and educational commitment.

Safe places is one of the five areas encouraged to improve the lives of young people, according to America's Promise. The others are:

1. Caring adults in their lives, as parents, mentors, tutors, coaches;
2. Safe places with structured activities in which to learn and grow.
3. A healthy start and healthy future
4. An effective education that equips them with marketable skills;
5. An opportunity to give back to their communities through their own service.

AAM committed to doubling the number of youth engaged in programs over the next five years. Never before has the museum profession been measured regarding volunteer duties, hours, and total number of adult or youth volunteers. Comprehensive program information was last gathered in 1989 through the *National Museum Survey* and more recently just last year through the publication *Museum Financial Information 1997: A Report of the National Survey Results*. Therefore to effectively meet the AAM goal to serve 2.5 million more youth over the next five years, a baseline survey was conducted through the Fellowship partnership.

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<sup>5</sup> Saito, Rebecca N., et al. (1995). Places to grow: Perspectives on youth development opportunities for seven- to 14-year old Minneapolis youth. Minneapolis: Search Institute.

## Survey Methodology and Results

Before the *1998 CNS/AAM Survey on Museum Programs and Volunteerism* was launched, a group of various association professionals interested in developing data for the field provided feedback on the survey. They were from the American Zoo and Aquarium Association, Association of Science-Technology Centers, Association of Youth Museums, and Institute of Museum and Library Services. The survey instrument was further developed with the American Association of Museum Volunteers AAM to gather information about the respondent's profile, volunteers in the museum, and programs serving youth during school hours and non-school hours (in addition to specific safe places programmin). Volunteer questions were mostly of a quantitative nature and programs questions were of a qualitative nature. Preservation Action and Allegheny Heritage Development Corporation were also consulted on the study. Internally the CNS Department of Effective Evaluation and Practices provided further guidance.

After consulting with the various interested groups, 18 museums completed a pilot survey and the survey instrument was further refined. In January of 1998, the survey was mailed to 3,760 museums and heritage organizations. The final survey instrument recipients of the *1998 CNS/AAM Survey on Museum Programs and Volunteerism* (Appendix B) were:

- American Association of Museums institutional members,
- 1000 random non-members, half of which were weighted in favor of aquaria, botanical gardens, children's museums and zoos because of the underrepresentation of these types of museums in the AAM member list, and
- Preservation Action members.

The *1998 CNS/AAM Survey on Museums and Volunteerism* was mailed January 5 using the services of a mail house. Each piece included the survey instrument with a Corporation fact sheet duplicated on the back, a cover letter from the CEO of AAM (Appendix C), an introductory letter (Appendix D) with a return envelope. The request for return was February 15.

No follow-up calls were conducted except to complete authorization. Surveys were accepted as received until the bulk of coding was completed. In March the Chief Executive Officer of the Corporation for National Service, Harris Wofford, sent a letter (Appendix E) to remind survey recipients to complete and return the instrument if they had not done so already. The mailing included information about the agency as it applied to museums and also included a letter from Alma Powell (Appendix F), wife of General Colin Powell an ardent arts supporter. She encouraged museums' involvement with America's Promise and recognized their outreach and growing role as community centers.

The *1998 CNS/AAM Survey on Museum Programs and Volunteerism* had 161 questions in all--34 questions were about the institution, 111 questions about volunteers serving in the museum, six questions about museum programming and six questions about

partnering with the Corporation funding stream programs of AmeriCorps, Learn and Serve, and National Senior Service Corps.

There were 546 survey respondents in all for a 14.5% response rate. To describe them:

- Nearly 65% were private nonprofits.
- History museums (25%) and art museums (20%) were the most frequent respondents.
- Museums with budgets of less than \$250,000 comprised 40%.
- The average total operating expenses is \$412,507.
- Most museums were opened to the public between 1965 and 1985.
- Two-thirds of the survey respondents have volunteer coordinators.
- Together they serve 1,031,301 youth through safe places programming.
- K-12 students totaled 15,641,816.
- The museums served 70,287,280 people.

Survey respondents seem to know their visitors, as almost 45% had conducted a visitor survey<sup>6</sup>. They were less familiar with their target audiences, with only 20% conducting an audience survey. The questions about visitor and audience surveys were asked as an indicator of a museum's knowledge of their community, both those who actually walk in the doors (visitors) and those who are their intended audience. Museums armed with this knowledge of their public and their "front door issues" can better target programming and efficiently use valuable resources.

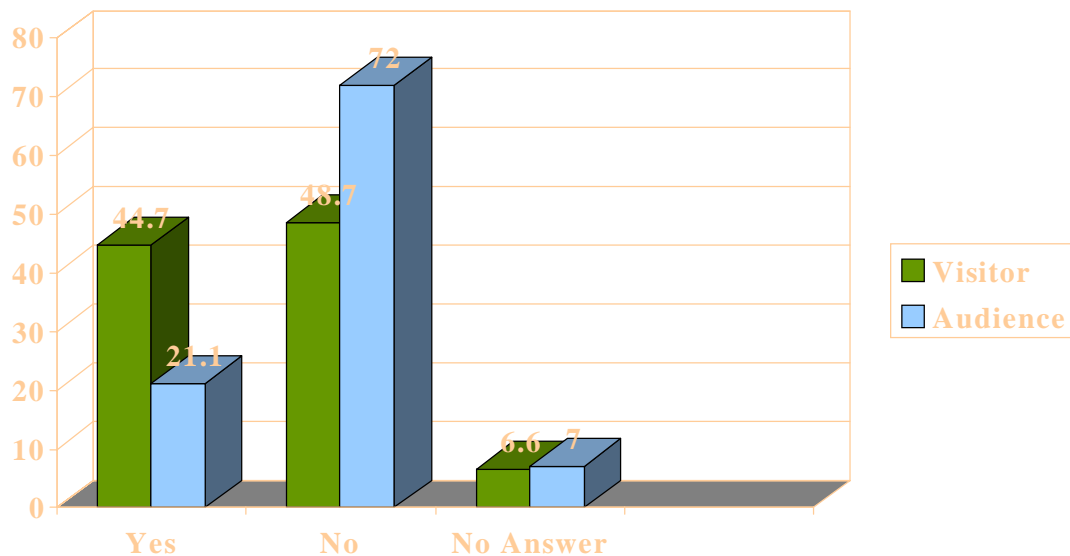


Figure 1: Visitor and audience surveys conducted as a percentage of all respondents

<sup>6</sup> A visitor survey is administered at the time a visitor enters or exits to determine demographic characteristics and nature of the visit and/or visitor behavior in the museum.

The Survey stated, “Briefly describe below or attach a one-page description about what type of programming is done to provide “safe places” for youth in K-12, e.g. extended day, summer camps, drop-in programs, etc.” Safe places programming is most prevalent after school as indicated by 20% of all survey question respondents (260 out of 546). Summer day camp programs were especially numerous with almost 50%. Tours, typically the mainstay of museums, were no surprise with 15.4%. Programs were sometimes listed by museums by titles without any clear explanations or indicated in which may be why the figure for “Programs” is the same as “Tours.”



Figure 2: Safe places programming as a percentage of all respondents

The survey revealed there are many rich, safe places programming examples. Two significant examples are from Ohio and Oklahoma. In Toledo, a pilot Arts After School program was launched in the spring of 1995 to offer neighborhood children opportunities to familiarize themselves with the art museum, and to view it as a comfortable, welcoming place where they could have fun while exploring creativity. Its overall goal is, in their own words, “to provide a safe haven.” Eight centers serving grades 1-5 currently participate. The Community Liaison and the Museum’s Coordinator of Community Events are part of the staff who coordinate the program, and most significantly are in-house experts. At the Omniplex in Oklahoma City, during the summer from 7:30 a.m. to 6:00 p.m., teenage Museum Apprentices are involved as teaching assistants, exhibit explainers, demonstrators, clerical aides. They participate in the summer from 7:30 a.m. to 6 p.m. and are able to earn one general science credit toward graduation. Summer workshops (ages 4-18) offer explorations of aerospace, art and science topics, with early drop-off, noon supervision and late pick-up. The Omniplex recognizes the parental barriers which must be overcome to afford children an opportunity to participate. A little over 8% of museums responding reported a reduced fee or scholarship program to afford youth access to programs.

Museums were asked to explain their non-school hour programming, which includes before and after school, weekends, and school vacations. In answer to this question, 369 museums responded. The survey revealed non-school hour programming is most prevalent on weekends. About 10% of all respondents claimed non-school hour programming and safe places programming were the same. Hence a possible explanation for the high reported scores in safe places programming.

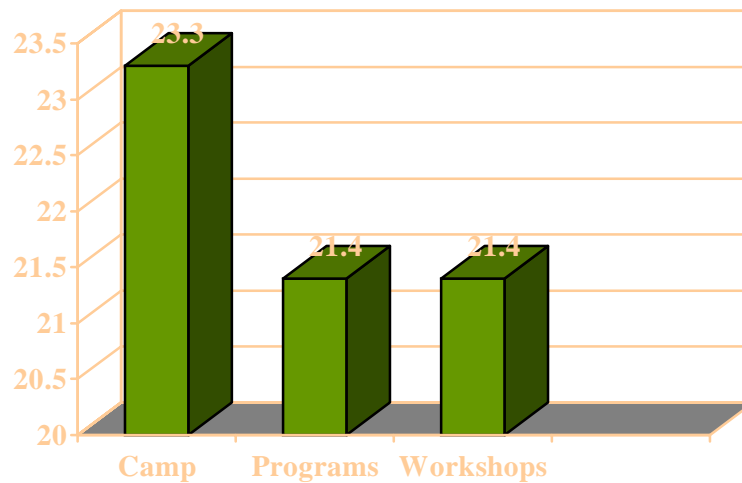
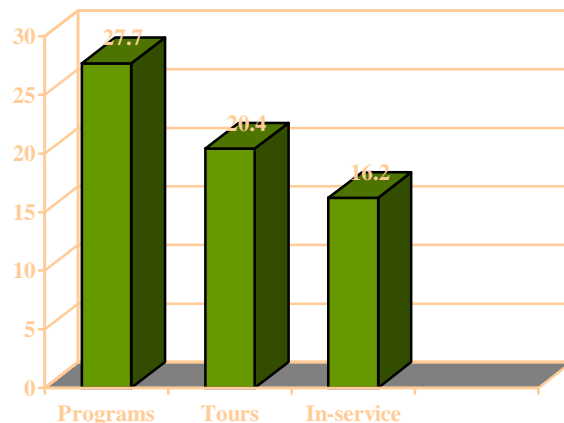


Figure 3: Non-school hour programming as a percentage of all respondents

During non-school hours, surveyed museums responding most commonly sponsor summer camps, programs<sup>7</sup>, and workshops. By contrast the percentage of museums providing career exploration was roughly 5% of respondents for both safe places and non-school programming. Offerings of reading and literacy programs were almost 2% of respondents.



<sup>7</sup> “Programs” is a general descriptor used to identify information provided by museums which provided only titles or even more generally, “Programs.”

Figure 4: School hour programming (% of Respondents)

Perhaps because school tours are commonly offered by museums the question about school-hour programming had the highest response rate of the programming questions with 432 of the 546 museums responding to it.

Survey responses about programs were coded by reading the answers provided in response to the questions. Responses received in addition to the most prevalent areas of tours, programs, camps, and workshops, included:

- speakers,
- performing and visual arts,
- community center/day care programming,
- free or reduced admissions,
- youth volunteers or service learning,
- Scouts programming,
- teen program,
- family program,
- School-to-Work or career exploration,
- in-service school programming,
- outreach,
- special events,
- internships,
- video/film/slide presentations,
- overnights, reading/literacy program,
- organization hosting,
- drop-in,
- interpretive demonstrations,
- Internet/computer,
- home school programming, and
- behind-the scenes-access.

## Volunteer Needs

The survey asked museums where they would use more volunteers if they were available. This is especially useful to know to match unmet needs with resources in areas where national service volunteers may be most beneficial. Amongst the 546 museum respondents, total museum volunteers were highest in orientation (2657), interpretive demonstrations (2387), and tours (1931). Other significant numbers include use of the volunteers, as a percentage of respondents, in the area of orientation to the museum (15%), other education and interpretation programs (15%), and 10% for performing arts, shops or restaurants, fundraising, and advisory committees respectively.

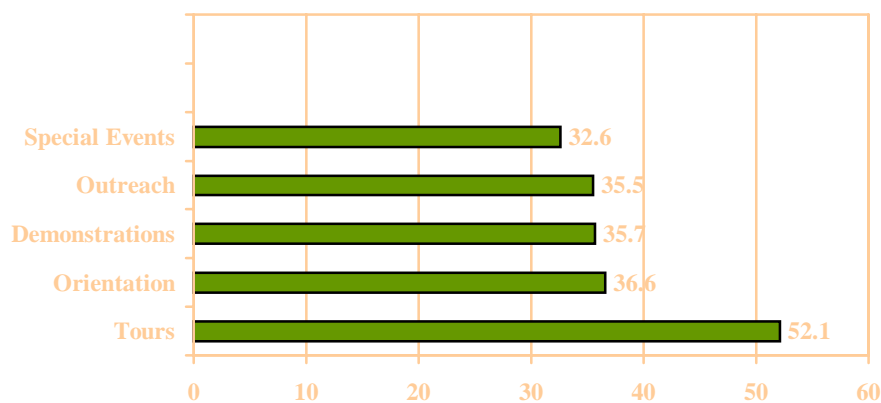


Figure 5: Programs museums indicated volunteers are most needed as a percentage of all respondents.

In addition survey recipients were asked, what one new program they would list if they could have more volunteers. Many museums mentioned specific initiatives, for example, youth explainers or docents interpreting exhibits (with bilingual abilities in one case), cooperative programs with local school districts where students would receive academic credit for training provided by the museum staff, improved daytime programming for seniors, and building a Discovery Garden for children to learn about the sciences in relation to the activities of the arboretum.

Opportunities for people under 18 to serve in museums are important not just because they need safe places, but also because of the mentoring and skills building opportunities they afford. Because of the importance of volunteering for all ages, the Survey asked where youth volunteers serve. According to the results of the survey 12-13% of them volunteer in the areas of special events, other education and interpretation programs, and interpretive demonstrations. The Association of Science-Technology Centers program YouthALIVE! was mentioned by three museums and is an excellent model of how young people and museums can have a mutually beneficial experience. According to ASTC's "YouthALIVE! programs provide young people, ages 10 to 17, particularly those from low-income communities, with positive experiences that integrate work and education,

and that foster communication skills, an interest in learning and an enhanced sense of self-esteem.”

## Museums and National Service

The survey effectively served to underscore the breadth of museums' community-serving programs, but also brought to light where volunteers can best serve, most noticeably outreach. The Corporation has three programs with which museums can work to enrich their missions and build their community identity, especially in the areas of outreach and volunteer services.

- AmeriCorps, a national service program comprised of VISTA, AmeriCorps, and the National Civilian Community Corps (NCCC).
- Learn and Serve gives opportunities to connect community service experiences with academic learning, personal growth, and civic responsibility in K-12 and higher education settings.
- National Senior Service Corps including Foster Grandparents, Senior Companions, and the Retired and Senior Volunteer Program (RSVP).

Examples of national service projects at museums were collected through various methods including: listservs, *1998 CNS/AAM Survey on Museum Programs and Volunteerism*, AAM, Corporation program officers, and professional meetings. The research revealed a extensive service at museums:

- 29,800 RSVP volunteers in 3,400 cultural organizations, including museums in 1997<sup>8</sup>.
- 20 NCCC spikes serving museums in 1996-1997.
- 20 AmeriCorps projects documented since 1993
- 2 VISTA volunteers in museums in 1997
- 6 museums working with Learn and Serve grantees

In many ways the RSVP volunteer figure is not surprising. The RSVP is perhaps the most flexible program stream to work with the Corporation for National Service because the volunteers' time commitment is determined by individual preference and site needs. The number of small museums working in concert with their local RSVP offices is excellent because of the depth and breadth of the program across the country. Ken Murray, Director, RSVP of Southern Maine, says, "Our experience is that the senior volunteers who accept placement in museums tend to love their assignments and to remain with the museums for a considerable amount of time."

In many cases where volunteers work at museums, they are essential the museum's operation. The volunteers serve as tutors, interpreters, gift store assistants, exhibit

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<sup>8</sup> There were no National Senior Service Corps museum affiliations found in the Foster Grandparents and Senior Companions programs respectively. This is not so surprising for Senior Companions because it is older people helping their peers, usually at home. Foster Grandparents is an excellent program for museums to know about because it has an intergenerational exchange component and it can provide necessary adult support while encouraging young people as museum visitors.

builders, etc. According to JoAnn Eisenbeisz, RSVP Director in Aberdeen South Dakota, volunteers at the Dacotah Prairie Museum

“stock shelves and staff the gift shop, serve as receptionists Monday - Friday, assist with planning and serving for receptions, and inventory of the collections. They participate in the ‘Afternoon into the Past’ demonstrations. These demonstrations are for 3<sup>rd</sup> and 4<sup>th</sup> grade students in the area. During these tours, volunteers show the students various items and describe how they were used during that time period... They also give hands-on demonstrations on churning butter and making candles. They give tours to anyone wishing to see the exhibits and have them explained (over 400 tours were given last year). They also staff the outreach exhibits which are taken to surrounding communities and to the fairgrounds.”

AmeriCorps is both the title of the funding stream and a program within it. One program is AmeriCorps\*VISTA. The volunteers serve the poor and they are excellent in museums because they can serve as community outreach experts while developing and diversifying audiences. The Children’s Museum of Maine in Portland has two VISTAs who are developing a volunteer program and traveling exhibits. The project encourages families from low-income neighborhoods and backgrounds to become involved with the museum as volunteers. The expectation is that VISTA builds capacity. VISTA volunteers have been successful in providing outreach to various groups within the community including Even Start Literacy Program, Kennedy Park Association, and the Portland Housing Authority.

VISTA volunteers have proven very helpful to museums wishing to provide enrichment opportunities across the board. The Pennsylvania Institute for Environmental and Community Service helped local youth and seniors collect stories through the Atwater Kent Museum in Philadelphia. VISTA member, Alicia Freitag, developed archaeology lessons with the First African American Baptist Church and World War II home front lesson for schools and seniors. The benefits were: introducing the museum to people who had had little opportunity, linking neighborhood historical societies through a service learning project, and improving the overall image of the museum with seniors and school children.

The AmeriCorps\*National Civilian Community Corps helped Alabama’s Black Freedmen’s Living History Farm for Children build a trail boardwalk to enable them to provide greater science learning opportunities for local schools and the public. Corps members also benefited by visiting the farm and learning about past life, skill building through the completion of the project, and attending a gathering of the Alabama African American Arts Alliance in Montgomery.

Members of AmeriCorps are trained to possess an unflagging commitment to volunteer service. Upon becoming a Member, they promise:

“I will get things done for America to make our people safer, smarter and healthier.  
I will bring Americans together to strengthen our communities.  
Faced with apathy I will take action.  
Faced with conflict, I will see common ground.  
Faced with adversity, I will persevere.  
I will carry this commitment with me this year and beyond.  
I am an AmeriCorps member.  
And I am going to get things done.”

According to AC\*NCCC Member Mike Russel, his team’s work at the Austin Nature Center involved:

“(W)orking (mostly) on the nature center's Birds of Prey exhibit. We worked inside the cages wrapping rope around the branches making it easier for the birds to grip; we also repaired the trail that ran throughout the exhibit, sloping the trail and creating a system for the water to run off thus making erosion not as much of a problem. We also constructed and installed new signs for each exhibit, as well as researched each animal and prepared the script for each sign. This, along with cosmetic landscaping, was the majority of our work at the Nature Center.”

As an AmeriCorps Member he also believes the program enriched him substantially:

It has been a great year with great results! Deep down, I've known the effect that one person can have on the lives of many, but I've become more aware of this through my service with AmeriCorps. I find it hard to believe, overwhelming, and inspiring when I reflect on all the work I (we) have done.

In my first two years of service, I was in the NCCC in Denver, CO. (Corps Member and Team Leader, respectively). In those two years I participated in fire suppression efforts in Colorado, worked at the Austin Nature Center in Austin, TX, led a team in Carlsbad Caverns National Park, New Mexico; Chicago; Denver; and Ft. Collins, Colorado. I have helped restore the Caverns; lived in the backcountry of the desert for a week; tutored homeless children; repaired homes of the low-income, elderly, and disabled; built urban gardens; helped in the construction of the largest playground in the state of Colorado; assisted flood victims in obtaining housing and other basic needs. I have seen a child's face brighten as a result of getting an A on a spelling test - a feat that was once thought “impossible;” fought a grass fire in a mountain sub-division that had the potential of destroying nearby homes; (and) built trails in our nation's beautiful parks...”

AmeriCorps Members quickly become critical resources for museums. In many cases

they are the public face of the institution. AmeriCorps Members are highly skilled volunteers with an interest in national and community service. Max Witkind, an archaeologist with the Bureau of Land Management who oversaw NCCC work at the Empire Ranch Foundation. He said, “If it hadn’t been for AmeriCorps we wouldn’t have been able to do this. With funding cutbacks in an attempt to balance the budget, the BLM had little money for historic preservation.”

For the museums that have already worked with AmeriCorps, it is a part of their community commitment. There are many ways for museums to work with AmeriCorps volunteers. They can provide facilities for conferences and meetings, e.g. Bell Museum of Natural History in St. Paul. They can develop a deeper partnership based on museum resources in their respective subjects, interpreting collections and exhibitions, and program development, e.g. the Colorado I Have A Dream Foundation. They partnered with the Denver Museum of Natural History, which provides programs, museum access, and other services to their Dreamer classes. “Long term Dreamers will be employed there in the summers and have opportunities for internships and travel. Dreamers and museum staff will go to the Comanche grasslands area in southern Colorado to do bird banding studies and orienteering,” according to Kelly Felice, Executive Director of the Colorado I Have A Dream Foundation.

For the San Diego Natural History Museum, hosting an AmeriCorps Member as a regional coordinator in the Water Applied Training Education Restoration Project (WATERshed) means full participation in state-wide initiative that involves school children, adults, volunteers and organizations in watershed-related environmental education and community service. The community partnership is extensive and part of the success of the project.

The Providence Children’s Museums, funded through their Corporation state office, is an excellent example of a museum applying to the state office directly and getting funded. They have 12 AmeriCorps members who the museum says are their public face and represent them by going into the community at Head Start and other community centers. All programs developed are connected back to the museum curriculum and its emphases in science, humanities, and early enrichment. Other museums also apply at the state level for individual members, such as the Columbia Gorge Discovery Center and Wasco County Historical Museum in The Dalles, Oregon. The Barnam Museum in Connecticut, part of a consortium applying at the state level, had two members who were responsible for implementing educational programs.

Based in southwest Pennsylvania, AmeriCorps Team CIVIC is a clearinghouse for potential applicants and organizations needing assistance with their community development. It is operated as an Education Award only program at the state level meaning museums are served through the consortium of organizations under the umbrella of the Southwest Heritage Development Corporation. Members receive a \$4725 award that can be applied to current or future educational loans. The assistance provided to local heritage development organizations, especially small museums, is invaluable. Team

CIVIC is modeled on the USDA/AmeriCorps program. Members are usually enrolled in a university and are enticed not only by the opportunity to gain experience, but the almost \$5000 educational award available for application towards school loans or further education. Team CIVIC is in year 2 and has the recognition and encouragement of Congressman Murtha of Pennsylvania. They are getting things done for Pennsylvania. AmeriCorps members are improving outreach to underserved communities, researching and developing new exhibits, preparing interpretive materials, and building a volunteer base for the museums.

In short, if a museum would like to work with AmeriCorps programs, they can:

- Offer facilities as a resource
- Partner with a national direct subgrantee or state grantee
- Apply to the state office individually
- Apply to the state office as part of a consortium
- Become a sub-grantee of a National direct grantee or Ed Award grantee

Excellent opportunities for museums to strengthen and develop their school programs are available through the Learn and Serve grant. This program encourages the incorporation of community service into the curriculum and provides funding. The Barnes County Historical Society of North Dakota offers Spanning the Age Groups with Artifacts (SAGA) which combines students and senior citizens to work together through service learning. Together they revitalized the landscape around the historical society, and conserve and interpreted the collections of the Barnes County Historical Society. Students learned interpersonal skills, writing and researching while engaging with elders to upgrade facilities, market the museum, and structure and lead tours for the greater community. The Rhode Island Historical Society engaged a group of students at the experimental high school, MET, in the design and creation of an interactive, culturally relevant, kid-friendly museum exhibit on the history of and life in Rhode Island. It also engaged the kids in an advisory capacity for the Heritage Harbor Project—a cultural and educational center to open in Providence in 2000. Other museums working with Learn and Serve are:

- The Children's Museum of Atlanta
- Louisiana Arts and Science Center Museum, Baton Rouge
- Mystic Seaport Museum, Connecticut
- Western Heritage Museum, Nebraska

## **Conclusions and Recommendations**

Over 75% of survey respondents want to know more about Corporation. To marry museums and service more systematically, I recommend the Corporation offer grant counseling to help contextualize museums' community outreach within the larger national service framework. A great range of Corporation funding has already taken place with excellent results, it needs only to be fertilized for a sustainable partnership.

To encourage understanding of museums as community partners, museums should inform their local Corporation grantees about how they can work together. Some initial ideas include involving RSVP volunteers more systemically and encouraging use of the Foster Grandparents program for adult supervision which is sometimes necessary in a museum, especially after school when parents are usually working. If VISTAs were encouraged as community outreach coordinators it would be an excellent match of skills and resources.

Over the long term, Corporation can create a brochure to explain granting procedures and encourage community-based organizations to partner with museums. Museums are excellent content providers, community anchors and safe places that interest and inform. If a museum is not a safe place, what is? They can also explore replication of the Team CIVIC model on a national scale. Further evaluation of this AmeriCorps program could further goals toward a national consortium of museums dedicated to extending the civic role and availability of safe places by cultural institutions throughout America.

Significantly the Corporation for National Service will dedicate \$5 million to fund 500-1000 AmeriCorps members to pursue the goals of last year's Presidents' Summit for America's Future in Philadelphia. The purpose of the AmeriCorps members is to strengthen the efforts to ensure that all young people have the five key resources they need to succeed. AmeriCorps members will be selected by states and local communities pursuing the goals of the Summit. This is an excellent method through which museums can work to locate resources for improving access to museums as safe places while working with a state network to serve the needs of youth. (A list of state Corporation offices is provided to find out what states with museums wishing to work together might do.)

For its part, America's Promise and the American Association of Museums can continue to encourage museums to become a part of the solution and become Museums of Promise, encourage Communities of Promise to involve museums, and encourage other commitment makers to consider museums to help them fulfill their promise.

The Corporation is an integral partner to America's Promise and the Presidents' Summit. Together, with AAM, they will help ensure the availability of structured programs and safe places for youth. In discussing America's Promise, I must note that their commitment and recognition of museums as safe places is to be commended. In addition, the American Association of Museums should be congratulated for being the only cultural organization at the time of the Presidents' Summit to make a commitment.

America's Promise has now developed an arts and culture category in response to growing interest from the cultural sector. America's Promise has pledged to further develop safe places through the resources available to them and through partnerships with various commitment makers. With special regard to safe places, they aim to:

- Fund or **provide support for existing safe places** commitment makers;
- Renovate existing or build new facilities for after-school and other non-school activities, including tutoring, mentoring, sports, arts, etc.;
- Work with schools to provide support for longer "open" hours, including support for transportation, supervision, and insurance issues as well as funding for activities.

Museums are getting things done. Their involvement in their communities and the number of people they serve position them well. As for the future, every organization is aware of boundless opportunity for fulfilling missions and at the same time, in most cases, limited resources with which to do so. This document arms museums with the knowledge of who is doing what in the area of safe places and where the needs lie. Context can be extremely helpful for matching resources with needs. Even though partnerships take great investments to cultivate and grow, their rewards are more than the sum of their parts. The Corporation for National Service and its myriad community-based national service programs, are but a few of the solutions enabling them to grow. Together the Corporation and museums can make better museums and better communities through service.

**APPENDIX A:**  
**TABLES OF DATA COLLECTED FROM THE**  
**1998 CNS/AAM SURVEY ON MUSEUM PROGRAMS AND VOLUNTEERISM**

**Figure 1: Governing Authority of Museums**

Private nonprofit	64.5%;352
Municipal	9.7%;53
College/university	8.2%;45
State	7.0%;38
County/regional	5.5%;30
Federal	1.8%;10
No answer	0.9%;5
For-profit	0.5%;3
Tribal	0.2%;1
Other	1.6%;9

**Figure 2: Discipline of Museums**

Aquarium	0.7%; 4
Arboretum/Botanical Garden	2.6%;14
Art Museum	19.6%;107
Children's/Youth Museum	2.7%;15
General Museum	6.8%; 37
Historic House/Site	19.2%; 105
History Museum	24.5%; 134
Natural History/Anthropology	4.8%; 26
Nature Center	1.3%; 7
Science/Technology Center/Museum	3.3%; 18
Specialized Museum	12.6%; 69
Zoo	0.9%; 5
No answer	1.1%; 6
Other	11.9%; 65

**Figure 3: Opening Date of Museum**

Before 1900	6.0%;33
1901 - 1945	23.6%;129
1946 - 1965	17.0%;93
1966 - 1985	34.4%;188
1985 - present	15.4%;84
No Answer	3.5%;19

**Figure 4: Youth served through safe places programming**

Sum	1,031,301
Mean	3,778
Median	150
Maximum	156,794
No Answer	50%

**Figure 5: K-12 Museum Attendance\***

	On-site	Off-site	Total
Sum	7,156,902	2,867,691	10,315,994
Mean	15,458	7,334	22,090
Median	4,498	535	5,547
Maximum	414,791	248,157	461,191
No Answer	83	155	79

**Figure 6: Total Museum Attendance\***

	On-site	Off-site	Total
Sum	51,408,056	45,338	151,155
Mean	120,676	901	30,932
Median	26,016	308,760	462,563
Maximum	5,637,841	5,255,000	5,637,841
No Answer	120	201	81

**Figure 7: Total Attendance Comparison By Type**

On-site K-12 Attendance	7,156,902
Off-site K-12 Attendance	2,867,691
Total K-12 Attendance	1,031,594
Safe Places Programming	1,031,301
On-site Total Attendance	51,408,056
Off-site Total Attendance	15,641,816
Grand Total Attendance	70,287,280

\* All attendance figures were submitted by the survey responding institution, therefore figure components may not add up to their totals.

Figure 8: Museum Programs<sup>9</sup>

Program Offerings	Types of Programs		
	Safe Places	School Hour	Non-School
Summer day camp	<b>48.8</b>	1.4	<b>23.3</b>
Tours	<b>15.4</b>	<b>69.9</b>	19
Programs	<b>15.4</b>	<b>33.6</b>	<b>21.4</b>
Speakers/lectures/classes/workshops	13.1	11.1	<b>21.4</b>
Theater/performing and visual arts	13.1	10	16.3
Community center/day care programming	10.4	1.9	5.1
Free admission/reduced fee/scholarships	8.1	3.7	3.5
Youth service learning/volunteer	7.3	0.9	4.9
Scouts programming	7.3	2.1	14.6
Teen program	6.9	1.4	4.9
Family programming	6.2	0.7	17.3
School-to-Work/career exploration	5.8	3	5.1
Off-site/in-service school programming	5.8	<b>16.2</b>	4.3
Outreach	3.8	4.4	2.2
Special events/festivals	2.7	0.9	10
Internships	2.7	2.1	2.2
Video/film/slide presentations	2.3	1.9	3
Overnights	2.3	0.5	3
Reading/literacy program	1.9	3	1.9
Organization hosts, e.g. clubs	1.9	0	1.6
Drop-in	1.5	0	0.5
Interpretive demonstrations	1.2	6	5.7
Internet/computer	0.8	0.2	0
Home school programming	0.4	2.5	0.5
Behind-the-scenes/access	0	0.9	0
<b>Times Specified</b>			
After School	<b>20</b>	<b>0.9</b>	14.6
Weekends	9.2	0.5	<b>24.1</b>
School vacation	8.1	0.7	12.7
Before school	1.5	0	0.8

<sup>9</sup> The answers profiled are percentages of answers provided by museum respondents. Replies were received from 260 museums about safe places programming, 432 museums about school hour programming, and 369 museums about non-school hour programming. About 10% of respondents specified safe places and non-school programming as the same. Figures in bold represent more frequent responses and figures in italics are the less frequent responses.

**APPENDIX B:**  
***BETTER MUSEUMS AND BETTER COMMUNITIES THROUGH SERVICE***  
**SURVEY INSTRUMENT—**  
***1998 CNS/AAM SURVEY ON MUSEUM PROGRAMS AND VOLUNTEERISM***





**APPENDIX C:**  
**LETTER ACCOMPANYING THE**  
***1998 CNS/AAM SURVEY ON MUSEUM PROGRAMS AND VOLUNTEERISM***  
**FROM EDWARD H. ABLE, C.E.O. AND PRESIDENT OF**  
**THE AMERICAN ASSOCIATION OF MUSEUMS**

**APPENDIX D:**  
**LETTER OF INTRODUCTION TO THE**  
***1998 CNS/AAM SURVEY ON MUSEUM PROGRAMS AND VOLUNTEERISM***

**APPENDIX E:**  
**LETTER OF SUPPORT FROM HARRIS WOFFORD,**  
**C.E.O. OF THE CORPORATION FOR NATIONAL SERVICE**

**APPENDIX F:**  
**LETTER OF SUPPORT FROM MRS. ALMA POWELL**

**APPENDIX G:**  
**RESPONDENTS\*\* TO THE**  
**1998 CNS/AAM SURVEY ON MUSEUM PROGRAMS AND VOLUNTEERISM**

Anchorage Museum of History and Art, Anchorage, AK	University of California, Berkeley Art Museum and Pacific Film Archive, Berkeley, CA
Heritage Library Museum, Anchorage, AK	Campbell Historical Museum and Ainsley House, Campbell, CA
Sheldon Jackson Museum, Sitka, AK	Workman and Temple Family Homestead Museum, City of Industry, CA
Museum of Alaska Transportation and Industry, Wasilla, AK	Montgomery Gallery, Claremont, CA
Anniston Museum of Natural History, Anniston, AL	Rancho Santa Ana Botanic Garden, Claremont, CA
Women's Army Corps Museum, Fort McClella, AL	Columbia State Historic Park, Columbia, CA
Huntsville-Madison County Botanical Garden, Huntsville, AL	Cupertino Historical Society, Cupertino, CA
Oakleigh Historic Complex, Mobile, AL	Fresno City and County Historical Society, Fresno, CA
The Montgomery Zoo, Montgomery, AL	Goleta Valley Historical Society, Goleta, CA
Museum of Discovery, Little Rock, AR	Heritage Square Museum, Highland Park, CA
The Arts and Science Center for Southeast Arkansas, Pine Bluff, AR	Aquarium of the Pacific, Long Beach, CA
Shiloh Museum of Ozark History, Springdale, AR	Korean American Museum, Los Angeles, CA
Casa Grande Valley Historical Society, Inc., Casa Grande, AZ	Los Angeles Conservancy, Los Angeles, CA
The Arboretum at Flagstaff, Flagstaff, AZ	The Natural History Museum of Los Angeles County, Los Angeles, CA
McFarland Historical State Park, Florence, AZ	UCLA/Armand Hammer Museum of Art and Cultural Center, Los Angeles, CA
Petrified Forest National Park, Petrified Forest, AZ	McHenry Museum and Historical Society, Modesto, CA
Arizona State Capitol Museum, Phoenix, AZ	Cotton Hall Museum, Monterey, CA
Deer Valley Rock Art Center, Phoenix, AZ	Monterey Museum of Art, Monterey, CA
Desert Botanical Garden, Phoenix, AZ	Monterey Museum of Art, Monterey, CA
Phoenix Museum of History, Phoenix, AZ	William S. Hart Park and Museum, Newhall, CA
Pueblo Grande Museum and Cultural Park, Phoenix, AZ	Orange County Museum of Art, Newport Beach, CA
Phippen Museum, Prescott, AZ	Fresno Flats Historic Park, Oakhurst, CA
Sharlot Hall Museum, Prescott, AZ	Oakland Museum of California, Oakland, CA
Tempe Historical Museum, Tempe, AZ	Agua Caliente Cultural Museum, Palm Springs, CA
Arizona-Sonora Desert Museum, Tucson, AZ	Palm Springs Desert Museum, Palm Springs, CA
Flondrau Science Center, Tucson, AZ	Museum of American Heritage, Palo Alto, CA
Pima Air and Space Museum, Tucson, AZ	Portola Railroad Museum, Portola, CA
Tohono Chul Park, Tucson, AZ	Plumas County Museum, Quincy, CA
Tucson Botanical Gardens, Tucson, AZ	San Diego Model Railroad Museum, San Diego, CA
Catalina Island Museum, Avalon, CA	San Diego Natural History Museum, San Diego, CA
Phoebe Hearst Museum of Anthropology, Berkeley, CA	San Diego State University, San Diego, CA

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\*\* One museum, which did not self-identify, and four others did not authorize use of the information provided on the *1998 CNS/AAM Survey on Museum Programs and Volunteerism*.

California Academy of Sciences, San Francisco, CA  
 The Exploratorium, San Francisco, CA  
 Coyote Point Museum for Environmental Education, San Mateo, CA  
 Cabrillo Marine Aquarium, San Pedro, CA  
 University Art Museum, Santa Barbara, CA  
 Vietnam Veterans Memorial Museum, Santa Barbara, CA  
 Intel Museum, Santa Clara, CA  
 Robert Louis Stevenson Silverado Museum, St. Helena, CA  
 Children's Museum of Stockton, Stockton, CA  
 Vallejo Naval and Historical Museum, Vallejo, CA  
 Ventura County Museum of History & Art, Ventura, CA  
 Hi-Desert Nature Museum, Yucca Valley, CA  
 University Art Galleries, Boulder, CO  
 Summit Historical Society, Breckenridge, CO  
 Gilpin County Historical Society, Central City, CO  
 Colorado Springs Museum, Colorado Springs, CO  
 Museum of Northwest Colorado, Craig, CO  
 Colorado Historical Society, Denver, CO  
 Denver Art Museum, Denver, CO  
 Denver Botanic Gardens, Denver, CO  
 Denver Museum of Miniatures, Dolls and Toys, Denver, CO  
 Mizel Museum of Judaica, Denver, CO  
 Museo de las Americas, Denver, CO  
 The Museum of Outdoor Arts, Englewood, CO  
 Florissant Fossil Beds National Monument, Florissant, CO  
 One West Art Center, Fort Collins, CO  
 Longmont Museum, Longmont, CO  
 Lyons Historical Society, Lyons, CO  
 Pueblo County Historical Society, Pueblo, CO  
 Salida Museum, Salida, CO  
 Hill-Stead Museum, Farmington, CT  
 Stanley Whitman House, Farmington, CT  
 Connecticut Trust for Historic Preservation, Hamden, CT  
 The Mark Twain house, Hartford, CT  
 Mystic Seaport, Mystic, CT  
 Peabody Museum of Natural History, Yale University, New Haven, CT  
 Children's Museum of Southeastern Connecticut, Niantic, CT  
 Lockwood-Mathews Mansion Museum, Inc., Norwalk, CT  
 Sheffield Island Lighthouse, Norwalk, CT  
 Dinosaur State Park, Rocky Hill, CT

Science Center of Connecticut, West Hartford, CT  
 Webb-Deane-Stevens, Wethersfield, CT  
 Woodstock Historical Society, Woodstock, CT  
 Frederick Douglass/National Park Service, Washington, DC  
 National Gallery of Art, Washington, DC  
 National Museum of American History, Washington, DC  
 Delaware Museum of Natural History, Wilmington, DE  
 Delaware Art Museum, Wilmington, DE  
 Hagley Museum and Library, Wilmington, DE  
 Museum of the Apopkans, Apopka, FL  
 Florida Atlantic University, Boca Raton, FL  
 Art League of Manatee County, Bradenton, FL  
 Graves Museum of Archaeology and Natural History, Dania Beach, FL  
 The Morikami Museum and Japanese Gardens, Delray Beach, FL  
 Fort Lauderdale Historical Museum, Fort Lauderdale, FL  
 Edison Community College Gallery of Fine Art, Fort Myers, FL  
 Floriday Museum of Natural History, Gainesville, FL  
 Audubon House and Tropical Gardens, Key West, FL  
 Heritage Village - Pinellas County Historical Museum, Largo, FL  
 The Wolfsonian-Florida International University, Miami Beach, FL  
 Orlando Museum of Art, Orlando, FL  
 Hibel Museum of Art, Palm Beach, FL  
 Visual Arts Center, Panama City, FL  
 Museum of Seminole County History, Sanford, FL  
 St. Augustine Lighthouse and Museum, Inc., St. Augustine, FL  
 Museum of Fine Arts, St. Petersburg, FL  
 Children's Museum of Tampa, Tampa, FL  
 Tampa Museum of Art, Tampa, FL  
 Heritage Museum, Valparaiso, FL  
 Norton Museum of Art, West Palm Beach, FL  
 Atlanta History Center, Atlanta, GA  
 Atlanta International Museum, Atlanta, GA  
 Macon Heritage Foundation, Macon, GA  
 Macon Heritage Foundation, Inc., Macon, GA  
 Museum of Arts and Sciences, Macon, GA  
 Lyman House Memorial Museum, Hilo, HI  
 The Contemporary Museum, Honolulu, HI  
 Bishop Museum, Honolulu, HI  
 Honolulu Academy of Arts, Honolulu, HI  
 Judiciary History Center, Honolulu, HI  
 Butler County Historical Society, Allison, IA

University of Northern Iowa Museum, Cedar Falls, IA  
 Bickelhaupt Arboretum, Clinton, IA  
 Palmer Foundation for Chiropractic History, Davenport, IA  
 Putnam Museum of History and Natural Science, Davenport, IA  
 Blanden Memorial Art Museum, Fort Dodge, IA  
 Sioux City Public Museum, Sioux City, IA  
 The Discovery Center of Idaho, Inc., Boise, ID  
 St. Gertrude's Museum, Cottonwood, ID  
 Blaine County Historical Museum, Inc., Hailey, ID  
 South Bannock County Historical Center, Lava Hot Springs, ID  
 Pichard Art Gallery, Moscow, ID  
 Idaho Museum of Natural History, Pocatello, ID  
 Arlington Heights Historical Museum, Arlington Heights, IL  
 Museum of Contemporary Art, Chicago, IL  
 Swedish American Museum, Chicago, IL  
 The David and Alfred Smart Museum of Art, Chicago, IL  
 The Field Museum of Natural History, Chicago, IL  
 Macon County Historical Society, Decatur, IL  
 The Downers Grove Museum, Downers Grove, IL  
 Lizzardo Museum of Lapidary Art, Elmhurst, IL  
 Kendall College Mitchell Museum of the American Indian, Evanston, IL  
 Silvercreek Museum, Freeport, IL  
 Chicago Botanic Garden, Glencoe, IL  
 The David Strawn Art Gallery, Jacksonville, IL  
 Lisle Station Park, Lisle, IL  
 The Morton Arboretum, Lisle, IL  
 Will County Historical Society, Lockport, IL  
 Frank Lloyd Wright Home and Studio Foundation, Oak Park, IL  
 Quincy Art Center, Quincy, IL  
 Quincy Museum, Quincy, IL  
 Fryxell Geology Museum, Rock Island, IL  
 Burpee Museum of Natural History, Rockford, IL  
 Illinois State Museum, Springfield, IL  
 La Salle County Historical Society Museum, Utica, IL  
 Lake County Museum, Wauconda, IL  
 DuPage County Historical Museum, Wheaton, IL  
 Elkhart County Historical Museum, Bristol, IN  
 Evansville Museum of Arts and Science, Evansville, IN  
 Fort Wayne Museum of Art, Fort Wayne, IN  
 The Children's Museum of Indianapolis, Indianapolis, IN  
 Greater Lafayette Museum of Art, Lafayette, IN  
 Washington Park Zoological Garden, Michigan City, IN  
 Muncie Children's Museum, Muncie, IN  
 Augusta Historical Society, Inc., Augusta, KS  
 Boot Hill Museum, Inc., Dodge City, KS  
 High Plains Museum, Goodland, KS  
 Hillsboro Historical Society, Hillsboro, KS  
 Kansas Cosmosphere and Space Center, Hutchinson, KS  
 Leavenworth County Historical Society Museum, Leavenworth, KS  
 Lincoln Arts and Humanities Foundation, Lincoln, KS  
 Marianna Kisler Beach Museum of Art, Manhattan, KS  
 Staath Memorial Museum, Montezuma, KS  
 Kauffman Museum, North Newton, KS  
 Topeka and Shawnee County Public Library - Gallery, Topeka, KS  
 Wichita Art Museum, Wichita, KS  
 Wichita-Sedgwick County Historical Museum, Wichita, KS  
 Columbus-Belmont State Park, Columbus, KY  
 Patton Museum of Cavalry and Armor, Fort Knox, KY  
 John James Audubon Museum, Henderson, KY  
 The Lexington Children's Museum, Lexington, KY  
 Kentucky Derby Museum, Louisville, KY  
 Louisville Visual Art Association, Louisville, KY  
 Louisville Science Center, Louisville, KY  
 Hopewell Museum, Paris, KY  
 Lafayette Natural History Museum and Planetarium, Lafayette, LA  
 Hermann-Grima Louis Street, New Orleans, LA  
 Longue Vue House and Gardens, New Orleans, LA  
 Louisiana State Museum, New Orleans, LA  
 Opelousas Museum and Interpretive Center, Opelousas, LA  
 West Baton Rouge Museum, Port Allen, LA  
 Andover Historical Society, Andover, MA  
 Museum of Fine Arts, Boston, MA  
 The Discovery Museums, Acton, MA  
 Pratt Museum of Natural History, Amherst, MA  
 Attleboro Area Industrial Museum, Attleboro, MA  
 Capron Park Zoo, Attleboro, MA  
 Boston University Art Gallery, Boston, MA  
 Isabella Stewart Gardner Museum, Boston, MA  
 Museum of Science, Boston, MA  
 New England Aquarium, Boston, MA  
 Paul Revere Memorial Association, Boston, MA

Society for the Preservation of New England  
 Antiquities, Boston, MA  
 The Bostonian Society, Boston, MA  
 U.S.S. Constitution Museum, Boston, MA  
 The Worcester County Horticultural Society,  
 Boylston, MA  
 Fuller Museum of Art, Brockton, MA  
 Dedham Historical Society, Dedham, MA  
 Art Complex Museum, Duxbury, MA  
 North Andover Historical Society, North  
 Andover, MA  
 Smith College Museum of Art, Northampton,  
 MA  
 Norman Rockwell Museum, Stockbridge, MA  
 Storowton Village Museum, West Springfield,  
 MA  
 Sterling and Francine Clark Art Institute,  
 Williamstown, MA  
 Charles Carrol House of Annapolis, Inc.,  
 Annapolis, MD  
 Historic Annapolis Foundation, Annapolis, MD  
 1000 Friends of Maryland, Baltimore, MD  
 The Baltimore Museum of Art, Baltimore, MD  
 Calvert Marine Museum, Solomons, MD  
 Chesapeake Bay Maritime Museum, St.  
 Michaels, MD  
 Carrol County Farm Museum, Westminster, MD  
 Freeport Historical Society, Freeport, ME  
 The Kennebunkport Historical Society,  
 Kennebunkport, ME  
 Shaker Museum, New Gloucester, ME  
 Institute of Contemporary Art, Portland, ME  
 Penobscot Marine Museum, Searsport, ME  
 The University of Michigan Museum of Art, Ann  
 Arbor, MI  
 Iron County Museum, Caspian, MI  
 Anna Scripps Whitcomb Conservatory, Detroit,  
 MI  
 Detroit Historical Museums, Detroit, MI  
 Detroit Institute of Arts, Detroit, MI  
 Kresge Art Museum, E. Lansing, MI  
 Flint Institute of Arts, Flint, MI  
 Public Museum of Grand Rapids, Grand Rapids,  
 MI  
 Edsel & Eleanor Ford House, Grosse Point  
 Shores, MI  
 Holland Historical Trust, Holland, MI  
 Kalamazoo Aviation History Museum,  
 Kalamazoo, MI  
 Kalamazoo Nature Center, Kalamazoo, MI  
 Kalamazoo Institute of Arts, Kalamazoo, MI  
 Fort S. Joseph Museum, Niles, MI  
 Michigan State Trust for Railway Preservation,  
 Inc., Owosso, MI  
 Plymouth Historical Museum, Plymouth, MI  
 Marquette Mission Park and Museum of Ojibwa  
 Culture, St. Ignace, MI  
 Krasl Art Center, St. Joseph, MI  
 Troy Museum and Historic Village, Troy, MI  
 Duluth Children's Museum, Duluth, MN  
 Great Lakes Aquarium at Lake Superior Center,  
 Duluth, MN  
 Meeker County Historical Society, Litchfield,  
 MN  
 Sibley Historic Site, Mendota, MN  
 Preservation Alliance of Minnesota,  
 Minneapolis, MN  
 The Humphrey Forum, Minneapolis, MN  
 Kanabec County Historical Society and History  
 Center, Mora, MN  
 Northfield Historical Society, Northfield, MN  
 Clearwater County Historical Society, Shevlin,  
 MN  
 Stearns County Historical Society, Inc., St.  
 Cloud, MN  
 Lake County Historical Society, Two Harbors,  
 MN  
 Kanorgohi County Historical Society, Willmar,  
 MN  
 Friends of Arrow Rock, Arrow Rock, MO  
 Powers Museum, Carthage, MO  
 St. Louis Department of Parks and Recreation,  
 Clayton, MO  
 George Washington Carver National Monument,  
 Diamond, MO  
 Missouri Alliance for Historic Preservation,  
 Jefferson City, MO  
 The Nelson-Atkins Museum of Art, Kansas City,  
 MO  
 Clay County Parks, Recreation and Historic  
 Sites, Kearney, MO  
 Battle of Lexington State Historic Site,  
 Lexington, MO  
 Ralph Foster Museum, Point Lookout, MO  
 Andrew County Museum and Historical Society,  
 Savannah, MO  
 Campbell House Foundation, Inc., St. Louis, MO  
 Jefferson National Expansion Memorial, St.  
 Louis, MO  
 Laumeier Sculpture Park, St. Louis, MO  
 Mississippi Museum of Natural Science,  
 Jackson, MS  
 Cascade County Historical Museum and  
 Archives, Great Falls, MT  
 Hockaday Center for the Arts, Kalispell, MT  
 Livingston Depot Center, Livingston, MT  
 Stanly County Historic Preservation  
 Commission, Albemarle, NC  
 North Carolina Maritime Museum, Beaufort, NC  
 Bennett Place State Historic Site, Durham, NC

Museum of Cape Fear, Fayetteville, NC  
 The High Point Museum and Historical Park,  
 High Point, NC  
 Native American Resource Center, Pembroke,  
 NC  
 Contemporary Art Museum, Raleigh, NC  
 North Carolina Historic Sites, Raleigh, NC  
 North Carolina Museum of History, Raleigh, NC  
 Rocky Mount Arts Center, Rocky Mount, NC  
 Doctor Josephus W. Hall House, Salisbury, NC  
 Blount-Bridgers House/Hobson Pittman  
 Memorial Gallery, Tarboro, NC  
 Cape Fear Museum, Wilmington, NC  
 Diggs Gallery at Winston-Salem State  
 University, Winston-Salem, NC  
 Old Salem, Inc., Winston-Salem, NC  
 SciWorks Science Center and Environmental  
 Park, Winston-Salem, NC  
 Dakota Dinosaur Museum, Dickinson, ND  
 Plains Art Museum, Fargo, ND  
 Fort Union Trading Post National Historic Site,  
 Williston, ND  
 Lincoln Children's Museum, Lincoln, NE  
 Nebraska Preservation Network, Lincoln, NE  
 Sheldon Memorial Art Gallery and Sculpture  
 Garden, Lincoln, NE  
 Canterbury Shaker Village, Inc., Canterbury, NH  
 Sandwich Historical Society, Center Sandwich,  
 NH  
 New Hampshire Historical Society, Concord, NH  
 Tuck Museum (Hampton Historical Society),  
 Hampton, NH  
 Science Center of New Hampshire, Holderness,  
 NH  
 Belknap Mill Society, Laconia, NH  
 The Currier Gallery of Art, Manchester, NH  
 Strawberry Banke Museum, Portsmouth, NH  
 Grover Cleveland Birthplace, Caldwell, NJ  
 American Labor Museum/Botto House National  
 Landmark, Haledon, NJ  
 Grounds for Sculpture, Hamilton, NJ  
 Liberty Science Center, Jersey City, NJ  
 The Newark Museum, Newark, NJ  
 Hiram Blauvelt Art Museum, Oradell, NJ  
 Passaic County Historical Society, Paterson, NJ  
 New Jersey Center for Visual Arts, Summit, NJ  
 William Trent House Museum, Trenton, NJ  
 The Space Center, Alamogordo, NM  
 New Mexico Museum of Natural History and  
 Science, Albuquerque, NM  
 University Art Museum, Albuquerque, NM  
 Cornerstones Community Partnerships, Santa Fe,  
 NM  
 Santa Fe Children's Museum, Santa Fe, NM  
 Kit Carson Historic Museums, Inc., Taos, NM

Geronimo Springs Museum, Truth or  
 Consequences, NM  
 Churchill County Museum, Fallon, NV  
 Bronx Zoo/Wildlife Conservation Park, Bronx,  
 NY  
 The Judaica Museum, Bronx, NY  
 Buffalo Museum of Science, Buffalo, NY  
 St. Lawrence County Historical Association,  
 Canton, NY  
 Stone Quarry Hill Art Park, Cazenovia, NY  
 American Handweaving Museum and Thousand  
 Islands Craft School, Clayton, NY  
 Thousand Islands Museum of Clayton, Clayton,  
 NY  
 Fenimore House Museum, Cooperstown, NY  
 Friends of Hyde Hall, Inc., Cooperstown, NY  
 The Farmer's Museum, Inc., Cooperstown, NY  
 Cortland Historical Society, Inc., Cortland, NY  
 Islip Art Museum, East Islip, NY  
 Rose Hill Mansion, Geneva, NY  
 Pember Museum of Natural History, Granville,  
 NY  
 Hofstra Museum, Hempstead, NY  
 National Warplane Museum, Horseheads, NY  
 Iroquois Indian Museum, Howes Cave, NY  
 Hudson River Maritime Museum, Kingston, NY  
 Frankon County Historical and Museum Society,  
 Malone, NY  
 Schuyler County Historical Society, Montour  
 Falls, NY  
 Westmoreland Sanctuary Inc., Mt. Kisco, NY  
 The Historical Society of Rockland County, New  
 City, NY  
 Huguenot Historical Society, New Paltz, NY  
 Frances Tavern Museum, New York, NY  
 International Center of Photography, New York,  
 NY  
 Morris-Jumel Mansion Museum, New York, NY  
 Museum of the City of New York, New York,  
 NY  
 The Museum of Modern Art, New York, NY  
 The Museum of Modern Art, New York, NY  
 The Museum of the Fashion Institute of  
 Technology, New York, NY  
 The Pierpont Morgan Library, New York, NY  
 Yeshiva University Museum, New York, NY  
 Queens Museum of Art, Queens, NY  
 Highland Botanical Park/Lamberton  
 Conservator, Rochester, NY  
 Rochester Museum and Science Center,  
 Rochester, NY  
 Strong Museum, Rochester, NY  
 The Children's Museum of Saratoga, Saratoga  
 Springs, NY

Seneca Falls Historical Society, Seneca Falls, NY  
 Staten Island Historical Society, Staten Island, NY  
 Terwilliger Museum/Memorial Day museum, Waterloo, NY  
 The Hudson River Museum, Yonkers, NY  
 Akron Art Museum, Akron, OH  
 Cincinnati Art Museum, Cincinnati, OH  
 Taft Museum, Cincinnati, OH  
 Rainbow Children's Museum and TRW Early Learning Center, Cleveland, OH  
 Columbus Museum of Art, Columbus, OH  
 Cox Arboretum, Dayton, OH  
 Rutherford B. Hayes Presidential Center, Fremont, OH  
 The Castle, Marietta, OH  
 Institute of Industrial Technology, Newark, OH  
 Oberlin Historical and Improvement Organization, Oberlin, OH  
 Hefner Zoology Museum, Oxford, OH  
 The Toledo Museum of Art, Toledo, OH  
 The Butler Institute of American Art, Youngstown, OH  
 The Bartlesville Museum and Sculpture Garden, Inc., Bartlesville, OK  
 Chisholm Trail Museum, Kingfisher, OK  
 Oklahoma Museum of Natural History, Norman, OK  
 The Fred Jones Junior Museum of Art, Norman, OK  
 Oklahoma City Art Museum, Oklahoma City, OK  
 Omniplex, Oklahoma City, OK  
 Red Earth, Inc., Oklahoma City, OK  
 Fenster Museum of Jewish Art, Tulsa, OK  
 Southern Oregon Historical Society, Medford, OR  
 Sherman County Historical Society, Moro, OR  
 Oregon Coast History Center, Newport, OR  
 Umatilla County Historical Society Museum, Pendleton, OR  
 Lehigh County Historical Society, Allentown, PA  
 Museum of Indian Culture - Lenni Lenape Historical Society, Allentown, PA  
 Baker Mansion, Altoona, PA  
 Lehigh University Art Galleries/Museum Operation, Bethlehem, PA  
 Brandywine Battlefield, Chadds Ford, PA  
 Clarion County Historical Society, Clarion, PA  
 James A Michener Art Museum, Doylestown, PA  
 National Canal Museum, Easton, PA  
 Westmoreland Museum of American Art, Greensburg, PA  
 Preservation Pennsylvania, Harrisburg, PA  
 The State Museum of Pennsylvania, Harrisburg, PA  
 Hershey Museum, Hershey, PA  
 Bushy Run Battlefield, Jeannette, PA  
 Packwood House Museum, Lewisburg, PA  
 Clinton County Historical Society, Lock Haven, PA  
 Wharton Esherick Museum, Malvern, PA  
 Colonial Pennsylvania Plantation, Media, PA  
 Aubry Arboretum Association, Philadelphia, PA  
 Chestnut Hill Historical Society, Philadelphia, PA  
 Independence Seaport Museum, Philadelphia, PA  
 Philadelphia Museum of Art, Philadelphia, PA  
 Woodmere Art Museum, Philadelphia, PA  
 Historical Society of Western Pennsylvania, Pittsburgh, PA  
 The Conservancy of Montgomery County, Plymouth Meeting, PA  
 West Overton Museum, Scottsdale, PA  
 Shippensburg University Fashion Archives, Shippensburg, PA  
 Railroad Museum of Pennsylvania, Strasburg, PA  
 PHMC--Drake Well Museum, Titusville, PA  
 French Azilum Historic Site/French Azilum Inc., Towanda, PA  
 Palmer Museum of Art, University Park, PA  
 Washington County Historical Society, Washington, PA  
 Zelenople Historical Society, Zelienople, PA  
 Museo de Arte de Ponce, Ponce, PR  
 Museo de Arte Contemporaneo de Puerto Rico, Inc., Santurce, PR  
 Slater Mill Historic Site, Pawtucket, RI  
 Providence Preservation Society, Providence, RI  
 Avery Research Center, Charleston, SC  
 Columbia Museum of Art, Columbia, SC  
 Historic Columbia Foundation, Columbia, SC  
 The Greenwood Museum, Greenwood, SC  
 Franklin B. Burroughs - Simeon B. Chapin Art Museum, Myrtle Beach, SC  
 Pickens County Museum, Pickens, SC  
 Sumter Gallery of Art, Sumter, SC  
 Museum of the South Dakota State Historical Society, Pierre, SD  
 Bramble Park Zoo, Watertown, SD  
 Chattanooga African-American Museum, Chattanooga, TN  
 Creative Discovery Museum, Chattanooga, TN  
 Clarksville-Montgomery County Museum, Clarksville, TN

Heritage Foundation of Franklin and Williamson  
County, Franklin, TN  
West Tennesse Regional Art Center, Inc.,  
Humboldt, TN  
Blount Mansion Association, Knoxville, TN  
East Tennessee Historical Society, Knoxville,  
TN  
Frank H. McClung Museum, Knoxville, TN  
Knoxville Museum of Art, Knoxville, TN  
Ramsey House Plantation, Knoxville, TN  
Legends of the Game Baseball Museum and  
Learning Center, Arlington, TX  
Capitol Complex Visitors Center, Austin, TX  
Umlauf Sculpture Garden and Museum, Austin,  
TX  
Art Museum of South Texas, Beaumont, TX  
Corpus Christi Museum of Sciences and History,  
Corpus Christi, TX  
Crosby County Pioneer Memorial Museum,  
Crosbytown, TX  
The Sixth Floor Museum at Dealey Plaza, Dallas,  
TX  
The Fort Bills Museum, Fort Bliss, TX  
Fort Worth Museum of Science and History, Fort  
Worth, TX  
Modern Art Museum of Fort Worth, Fort Worth,  
TX  
Grapevine Heritage Foundation, Grapevine, TX  
Houston Arboretum and Nature Center, Houston,  
TX  
Museum of Health and Medical Science,  
Houston, TX  
Sam Houston Memorial Museum, Huntsville, TX  
Brazoport Museum of Natural Science, Lake  
Jackson, TX  
Michelson Museum of Art, Marshall, TX  
American Airpower Heritage Museum Inc.,  
Midland, TX  
The Petroleum Museum, Midland, TX  
Sophienburg Museum and Archives, New  
Braunfels, TX  
Crockett County Museum, Ozona, TX  
Heritage Farmstead Museum, Plano, TX  
Fort Concho National Historic Landmark, San  
Angelo, TX  
San Angelo Museum of Fine Arts, San Angelo,  
TX  
Hertzberg Circus Collection and Museum, San  
Antonio, TX  
Institute of Texan Cultures, San Antonio, TX  
Spanish Governor's Palace, San Antonio, TX  
Railroad and Pioneer Museum, Temple, TX  
Ettie R. Garner Memorial Building, Uvalde, TX  
Texas Ranger Hall of Fame and Museum, Waco,  
TX

Nora Eccles Harrison Museum of Art, Logan,  
UT  
The Children's Museum of Utah, Salt Lake City,  
UT  
Huntley Meadows Park, Alexandria, VA  
Hidden Oaks Nature Center, Annandale, VA  
FCPA-Sully Historic Site, Chantilly, VA  
Kenmore Plantation and Gardens and George  
Washington Ferry Farm, Fredericksburg, VA  
James Monroe Museum and Memorial Library,  
Fredericksburg, VA  
Warren Rifles Confederate Memorial Museums,  
Inc., Front Royal, VA  
Colvin Run Mills Historic Site, Great Falls, VA  
Oatlands, Inc., Leesburg, VA  
The Loudoun Museum, Inc., Leesburg, VA  
Stonewall Jackson House, Lexington, VA  
Lynchburg Museum System, Lynchburgh, VA  
George Washington's Estate and Gardens, Mount  
Vernon, VA  
Science Museum of Virginia, Richmond, VA  
The Museum of the Confederacy, Richmond, VA  
Art Museum of Western Virginia, Roanoke, VA  
Stratford Hall Plantation, Stratford, VA  
Historic Crab Orchard Museum, Tazewell, VA  
Jamestown-Yorktown Foundation, Williamsburg,  
VA  
Preservation of Historic Winchester, Inc.,  
Winchester, VA  
Shenandoah Valley Discovery Museum,  
Winchester, VA  
Bennington Museum, Bennington, VT  
Sheldon Museum, Middlebury, VT  
Fairbanks Museum and Planetarium, St.  
Johnsbury, VT  
Kitsap County Historical Society Museum,  
Bremerton, WA  
Maryhill Museum of Art, Goldendale, WA  
Jefferson County Historical Society Museum,  
Port Townsend, WA  
Marymoor Museum of Eastside History,  
Redmond, WA  
Nordic Heritage Museum, Seattle, WA  
Pacific Science Center, Seattle, WA  
Wing Luke Asian Museum, Seattle, WA  
Northwest Railway Museum, Snoqualmie, WA  
Cheney Cowles Museum/Eastern Washington  
State Historical Society, Spokane, WA  
Yakama Nation Museum, Toppenish, WA  
Clark County Historical Society, Vancouver,  
WA  
North Central Washington Museum, Wenatchee,  
WA  
The Mitchell Gallery of Flight Museum,  
Milwaukee, WI

Little White Schoolhouse/Birthplace of  
Republican Party, Ripon, WI  
Monroe County Local History Room, Sparta, WI  
Door County Maritime Museum, Sturgeon Bay,  
WI  
West Bend Art Museum, West Bend, WI  
Sunrise Museum, Inc., Charleston, WV  
Huntington Museum of Art, Huntington, WV  
North House Museum, Lewisburg, WV

Cone Arboretum, Morgantown, WV  
Cheyenne Frontier Days Old West Museum,  
Cheyenne, WY  
Wyoming State Museum, Cheyenne, WY  
Buffalo Bill Historical Center, Cody, WY  
Rock Springs Historical Museum, Rock Springs,  
WY  
Trail End State Historic Site, Sheridan, WY

## **APPENDIX H: INFLUENTIAL INITIATIVES IN THE MUSEUM FIELD**

- Museum Leadership Initiative grant program from the Institute of Museum and Library Services funds partnerships between museums and the community.
- Public Dimension Assessment (Museum Assessment Program III), AAM, provides opportunities for self-evaluation on the museum's involvement with its public, including outreach.
- Federal award programs such as the National Award for Museum Service from the Institute of Museum and Library Services and the Coming Up Taller Award from the President's Committee on the Arts and Humanities recognize deep-seated commitments to the community by museums and other cultural organizations.
- YouthALIVE!, administered nationally by the Association of Science-Technology Centers, is a hands-on enrichment and work-based learning program that offers young people the chance to "learn and set goals, analyze options, and conquer the obstacles that stand between them and the goals they have set."
- Federal initiatives, for example the conference sponsored by IMLS and the Missouri Historical Society examined successful partnerships between museums and community-based organizations.

**APPENDIX I:  
SAMPLE REPRESENTATIVE LIST OF MUSEUMS WORKING WITH THE  
RETIRED AND SENIOR VOLUNTEER PROGRAM (BY STATE)**

National Science Center, Augusta,  
Georgia

Enfield Shaker Museum, New  
Hampshire

Lincoln Museum, Fort Wayne, Indiana  
Fort Wayne Historical Museum, Indiana  
Fort Wayne Museum of Art, Indiana  
Fire Fighters Museum, Fort Wayne,  
Indiana  
Science Central, Fort Wayne, Indiana

UFO Museum and Research Center,  
Roswell, New Mexico

National Soaring Museum, Elmira, New  
York  
War Plane Museum, Elmira, New York

Pilgrim Hall Society, Plymouth,  
Massachusetts

Gem and Mineral Museum, Asheville,  
North Carolina

Detroit Historical Museum  
Henry Ford Museum/Greenfield Village,  
Dearborn, Michigan  
Museum of African-American History,  
Detroit  
Livonia Historical  
Commission/Greenmead, Detroit  
Henry Ford Estate, Detroit

Coos County Logging Museum, Oregon  
Coos County Historical Museum,  
Oregon  
Coos County Art Museum, Oregon

Docotah Prairie Museum, Aberdeen,  
South Dakota

Cottonwood County Historical Society,  
Windom, Minnesota  
End O the Line Railroad Park and  
Museum, Currie, Minnesota  
Murray County Historical Society,  
Slayton, Minnesota

Ranching Heritage Center, Lubbock,  
Texas  
Lubbock Lake Landmark, Texas

Montshire Museum, Norwich, Vermont  
Vermont Institute of Natural Science,  
Woodstock, Vermont

Lyon County Historical Museum,  
Marshall, Minnesota  
Wheels Across the Prairie, Tracy,  
Minnesota  
Hinkly House, Luverne, Minnesota  
Rock County Historical Society,  
Luverne, Minnesota  
Westbrook Heritage House, Westbrook,  
Minnesota  
Mount Lake Heritage House Museum,  
Mt. Lake, Minnesota

Skagit Historical Museum, LaConner,  
Washington

Smithsonian Institution, Washington,  
DC

**APPENDIX J:  
EXAMPLES OF MUSEUMS WORKING WITH A\*NATIONAL CIVILIAN COMMUNITY CORPS  
(FROM 1996 AND 1997)**

<b>Sponsoring Organization</b>	<b>Project Location</b>	<b>Project Description</b>
Department of Parks and Recreation, San Diego, California	San Diego State Historic Park, California	Assisted in documentation of current conditions of buildings, construction of repairs of building and assisted in restoration of the facility of the historic structure.
California Department of Parks and Recreation	La Purisima Mission SHP, Sacramento, California	NCCC helped in the excavation of 200 linear feet of sandstone foundations as well as the details for the lower floor storage. Documents were read and translated.
California Department of Parks and Recreation	Palomar Mountain State Park	Rehabilitated two of the five apple orchards planted by early Palomar Mountain homesteaders in the 1880's and 1890's. These orchards represent a prime historic resource with excellent interpretive potential. The project prepared and planted 100 new trees in the historic orchard landscape pattern.
Campo Border Museum Complex, San Diego, California	San Diego Railroad Museum/Motor Transport Museum	<ol style="list-style-type: none"> <li>1. Outlined and documented the necessary procedures, tools, and steps to create the resources, facilities, exhibits, and publications necessary to attract visitors and effectively communicate heritage to the them. Inventoried existing physical facilities; cataloging museum artifact and archival collections; light facilities construction, historic truck and railroad car rehabilitation, railroad track and yard maintenance, fabrication of museum interpretive exhibits, and museum docenting.</li> <li>2. Corps Members restored vintage trucks and trains, installed railroad track, catalogued museum artifacts, improved museum facilities and helped increase tourist interest and visitation to the three museums.</li> <li>3. Team Members fixed the roof on the visitor center, cleaned up around the resorted vehicles, and sandblasted and scraped a boxcar so it could be painted.</li> </ol>

CCC Camp Barracks Construction/North For, CA	Sierra Mono Museum	The Minarets Ranger district of the Sierra National Forest proposed that the NCCC construct a housing barracks and a short ¼ mile segment of the nature trail in the local west slope of the Sierra Nevada mountain range. The facility will allow for school groups, forest service employees and volunteers to conduct natural resource management throughout the year in the North Fork area.
Austin LCRA Historic Stabilization,	Camp Creek and Shaffer Bend Primitive Recreation Area, Austin, TX	Perform various slope stabilization techniques to reduce soil erosion on steep road embankments near creeks. NCCC located and transplanted plant materials, slope graded, moved rocks, and installed water bars and erosion fabric. They also stabilized an historic outbuilding, collected materials from historic cabin site, removed vegetation to improve area for educational tours. The work at the historic mill involved building a short trail from parking area to mill and installing roadside erosion controls.
Four Mile Historic Park, Denver, Colorado	Four Mile Historic Park, Denver, CO	Corps Members replaced the Carriage Barn with corrugated tin under the supervision of a City of Denver Parks Maintenance professional roofer. Upon the completion of the project, an interpretive station for the education and enjoyment of the public was created.
Charleston County Parks and Recreation Commission	Edisto Island County Park, South Carolina	NCCC partnered with the commission in the preservation of an eighteenth century antebellum house earmarked for future renovation. Members replaced the roof, windows, doors, and floors; made repairs needed to protect the house from inclement weather and vandalism; and cleared the grounds of debris and vegetation to prevent further deterioration and damage to the structure.
Black Freedmen's Living Historical Farm for Children, Alabama	Black Freedmen's Living Historical Farm for Children, Alabama	The project built a nature trail, which expanded the existing Environmental Education program. The aim is to make the Environmental Education Program a part of the science curriculum at Wilcox County local elementary and middle schools and to make the trail accessible for the public's enjoyment of nature.
Denver Mountain Parks and Recreation, Colorado	Civilian Community Corps Camp, Colorado	Restored and preserved the original Civilian Community Corps camp site at Morrison, Colorado. Located near the historic Red Rocks Park. The objective is to roof the historic CCC camp by suing materials close to the original type of roofing material. In the future the camp will be developed into a historic museum for citizens and groups to visit and meet.

Old Minto Heritage Institute, Fairbanks, Alabama	Old Minto on Tanana River, Fairbanks, Alabama	Restored six historic log cabins at the former Athabascan Indian village of Old Minto for use as a temporary lodging for native elders who teach at summer cross-cultural camps.
San Juan County Historical Society, Colorado	Historical mining sites in San Juan County, Colorado	Addressed a critical need for preservation of sites and structures related to the historical mining area of San Juan County by constructing roofs, structural supports, and other weatherproofing improvements in order to save these sites.
Historic Charleston Foundation, South Carolina	McLeod Plantation, Charleston, South Carolina	Landscaped to continue the Historic Charleston Foundation's heritage education effort in a more protected environment. The Foundation planted and fertilized over two hundred trees that served as a buffer for the Plantation from encroaching development.
Agricultural Heritage Center, Blackville, South Carolina	Clemson University Edisto Research/Education Center, Blackville, South Carolina	Assisted in the renovation of three buildings that will be used to house the Agricultural Heritage Center. The three buildings required major renovations to make the suitable for housing the Agricultural Center.
Charleston Museum, South Carolina	Charles Harbor, South Carolina	Determined the population status of migratory and wintering birds in the Charleston harbor area. The significance of the work is that the data gathered will be used by governmental agencies responsible for management and conservation of federally-protected birds.

South Carolina Department of Natural Resources, Columbia	Janet Harrison Highpond Heritage Preserve Vegetation Management, Columbia, South Carolina	Reduced exotic and native vegetation that is invading endangered species habitat. Reducing the invading vegetation will facilitate the heritage Trust Program's goal of preventing the extinction of the rare plants. A team effort will allow for quick completion of the task at a time when the rare plants are dormant.
Black Freedmen's Living Historical Farm for Children, Furman, Alabama	Black Freedmen's Environmental Education Nature Center, Furman, Alabama	Built a nature trail which will expand the existing Environmental Education Program. The aim is to make the program a part of the science curriculum at Wilcox County Elementary and middle schools and to make the trail accessible for the public's enjoyment of nature.
Georgia Youth Science and Technology Center at Zoo Atlanta	Kennedy Middle School, Atlanta, Georgia	Assisted the Georgia Youth Science and Technology Center in providing a support system for increasing technological awareness and competency. The team drew up detailed blueprints of the indoor science center at the Kennedy Middle School and built it.
Woodlawn Cemetery Association	Woodlawn Cemetery Historic Restoration Project, Washington, DC	Cleared part of the cemetery, organized Earth day activities with the Boys and Girls Club, developed walking tour of cemetery for visitors.

Empire Cienega Resource Conservation Area, Bureau of Land Management	Empire Ranch Foundation, Sonoita, Arizona	Rebuilt, repaired and restored the roof back to its 1882 original with authentic materials and design.
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**APPENDIX K:  
SAMPLE REPRESENTATIVE LIST OF  
MUSEUMS AND RELATED ORGANIZATIONS  
WORKING WITH AMERICORPS**

African American Museum, Dallas, Texas  
Alexandria Museum of Art, Louisiana  
Allegheny Heritage Development Corporation, Hollidaysburg, PA  
Atwater Kent Museum, Philadelphia, Pennsylvania (VISTA)  
Barnum Museum, Bridgeport, Connecticut  
Bell Museum of Natural History, St. Paul, Minnesota  
Bootheel Museum, Malden, Missouri (VISTA)  
Chicago Historical Society, Illinois  
Children's Museum of Atlanta, Georgia  
Children's Museum of Maine (VISTA)  
Columbia Gorge Discovery Center and Wasco County Historical  
Museum, The Dalles, Oregon  
Denver Museum of Natural History, Colorado  
Jersey Explorer's Children's Museum, East Orange, New Jersey  
New England Aquarium, Boston, Massachusetts  
North Carolina Museum of Life and Science, Durham  
Providence Children's Museum, Rhode Island  
University Museum, University of Mississippi  
Wolfe's Neck Farm, Freeport, Maine

**APPENDIX L:  
MUSEUM, COMMUNITY OUTREACH, AND NATIONAL SERVICE  
RESOURCES**

America's Promise: Alliance for Youth

900 North Washington St.

Alexandria, VA 22314-1556

703-684-4500 phone

[www.americaspromise.org](http://www.americaspromise.org)

[aplocal@aol.com](mailto:aplocal@aol.com)

For information about commitment makers and local summits.

American Association of Museums

1575 Eye St., NW

Suite 400

Washington, DC 20005

202-289-1818 phone

[www.aam-us.org](http://www.aam-us.org)

For various publications including, *Museums in the Life of A City*; *Excellence and Equity: Public Dimension of Museums*; and the grant program Public Dimension Assessment of Museums (MAP III).

Corporation for National Service

1201 New York Ave., NW

Washington, DC 20525

202-606-5000 phone

[www.nationalservice.org](http://www.nationalservice.org)

For grant programs in AmeriCorps, Learn and Serve, and the National Senior Service Corps.

ETR Associates

1-800-860-2684

For the complimentary publication *Service as a Strategy in Out-of-School Time*, and information on subscribing to national service e-mail discussion lists.

Institute of Museum and Library Services

1200 Pennsylvania Avenue, NW

Washington, DC 20506

202-606-8536

[www.imls.fed.us](http://www.imls.fed.us)

For the Museum Leadership Initiatives funding information and National Award for Museum Service recognition program

National Safe Place Program

Ms. Sandy Bowen, Director

1410 S. 1<sup>st</sup> St.

Louisville, KY 40208

502-635-5233 phone

ysafepla@iglou.com

For information about training in the design and implementation of Safe Place, ongoing consultation, and marketing and outreach ideas.

Presidents' Committee on the Arts and Humanities

1100 Pennsylvania Avenue, NW

Washington, DC 20506

202-682-5409 phone

For the *Coming Up Taller* awards and the complimentary publication, *Coming Up Taller: Arts and Humanities Programs for Children and Youth At Risk*

U.S. Department of Education

Office of Educational Research and Improvement

Media and Information Services

555 New Jersey Avenue NW

Washington, DC 20208-5570

1-800-424-1616 phone

[www.ed.gov](http://www.ed.gov)

For the *Museums and Literacy: A Guide for Family Visits* booklet and funding information.

**APPENDIX M:  
CORPORATION FOR NATIONAL SERVICE  
STATE PROGRAM OFFICES**

**ALABAMA**

John D. Timmons, Director  
Medical Forum  
950 22nd Street, North  
Suite 428  
Birmingham, AL 35203  
(205) 731-0027  
(205) 731-0031 FAX

**FLORIDA**

Henry Jibaja, Director  
3165 McCrory Street  
Suite 115  
Orlando, FL 32803-3750  
(407) 648-6117  
(407) 648-6116 FAX

**KANSAS**

James M. Byrnes, Director  
444 S.E. Quincy, Room 260  
Topeka, KS 66683-3572  
(785) 295-2540  
(785) 295-2596 FAX

**ALASKA**

Billy Joe Caldwell, Director  
Jackson Federal Building  
915 Second Avenue, Suite 3190  
Seattle, WA 98174-1103  
(206) 220-7736  
(206) 553-4415 FAX

**GEORGIA**

David A. Dammann, Director  
75 Piedmont Avenue, N.E.  
Suite 462  
Atlanta, GA 30303-2587  
(404) 331-4646  
(404) 331-2898 FAX

**KENTUCKY**

Betsy Irvin Wells, Director  
Federal Building, Room 372-D  
600 Martin Luther King Place  
Louisville, KY 40202-2230  
(502) 582-6384  
(502) 582-6386 FAX

**ARIZONA**

Richard Persely, Director  
522 North Central, Room 205A  
Phoenix, AZ 85004-2190  
(602) 379-4825  
(602) 379-4030 FAX

**HAWAII/GUAM/AMERICAN  
SAMOA**

Lynn Dunn, Director  
300 Ala Moana Blvd.  
Room 6326  
Honolulu, HI 96850-0001  
(808) 541-2832  
(808) 541-3603 FAX

**LOUISIANA**

Willard L. Labrie, Director  
640 Main Street, Suite 102  
Baton Rouge, LA 70801-1910  
(504) 389-0471  
(504) 389-0510 FAX

**ARKANSAS**

Robert Torvestad, Director  
Federal Building, Room 2506  
700 West Capitol Street  
Little Rock, AR 72201  
(501) 324-5234  
(501) 324-6949 FAX

**IDAHO**

Van Kent Griffiths, Director  
304 North 8th Street, Room 344  
Boise, ID 83702-5835  
(208) 334-1707  
(208) 334-1421 FAX

**MAINE/NH/VT**

Mal Coles, Acting Director  
The Whitebridge  
91-93 North State Street  
Concord, NH 03301-3939  
(603) 225-1450  
(603) 225-1459 FAX

**CALIFORNIA**

Gayle A. Hawkins, Director  
Federal Building, Room 11221  
11000 Wilshire Boulevard  
Los Angeles, CA 90024-3671  
(310) 235-7421  
(310) 235-7422 FAX

**ILLINOIS**

Timothy Krieger, Director  
77 West Jackson Boulevard  
Suite 442  
Chicago, IL 60604-3511  
(312) 353-3622  
(312) 353-5343 FAX

**MARYLAND/DELAWARE**

Jerry E. Yates, Director  
One Market Center, Box 5  
300 W. Lexington Street  
Suite 702  
Baltimore, MD 21201-3418  
(410) 962-4443  
(410) 962-3201 FAX

**COLORADO**

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## **APPENDIX N: ANNOTATED BIBLIOGRAPHY**

America's Promise—The Alliance for Youth. Five Fundamental Resources for Children and Youth. Search Institute: Minneapolis, 1997. Statistical and research basis for the five resources promised at the President's Summit for America's Future.

Booth, Kathy. Culture Builds Communities: A Guide for Partnership Building and Putting Culture to Work on Social Issues. Partners for Livable Communities, 1995.

Helps explain culture as a community resource and how to partner with other community-based organizations.

Excellence and Equity, American Association of Museums, 1993.

Explains ten basic principles for successfully incorporating the public dimension of the museum, some of which are:

- Reflect the diversity of our society by establishing and maintaining the broadest possible public dimension for the museum.
- Understand, develop, expand, and use the learning opportunities that museums offer their audience.
- Engage in active ongoing collaborative efforts with a wide spectrum of organizations and individuals who can contribute to the expansion of the museums' public dimension.

Mattesich, Paul, et al. Community Building: What Makes it Work. Amherst H. Wilder Foundation, 1997.

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Museums and the National Community Service Trust Act. Technical Information Service's Forum, American Association of Museums. 1994.

Information about how to apply for Corporation for National Service funds.

Museums for A New Century, American Association of Museums, 1989.

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- An upheaval in education, and the growing recognition of the importance of lifelong learning;
- A shift from an economy based on manufacturing to one based on the creation and transfer of information; and
- Growing recognition of the pluralistic nature of our society.
- Increasing public participation in the decision-making process.

One-Year Report to the Nation. America's Promise: The Alliance for Youth, 1998.  
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Documents (community arts and humanities programs) provide crucial "building blocks" for children's healthy development. "For example, they create safe places for children and youth where they can develop constructive relationships with their peers..." The publication was prepared by the President's Committee on the Arts and Humanities at the request of First Lady Hillary Rodham Clinton to provide promising practices and model programs for the cultural field, including museums. Some of the programs have "documented, with some caveats, the positive correlation between program participation and cognitive development, interest in learning, motivation, organization, self-perception and resiliency."